

# NORTH SHORE MEDICAL CENTER

## 2015 Hospital Profile

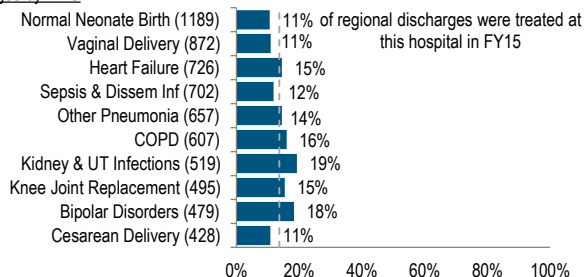
Salem, MA & Lynn, MA  
Community, High Public Payer  
Northeastern Massachusetts

North Shore Medical Center is a large, nonprofit community-High Public Payer (HPP) hospital located in the Northeastern Massachusetts region. It is a member of the Partners HealthCare System. Inpatient discharges have decreased 9.9% from FY11 to FY15, nearly identical to the 9.5% decrease in the median of its peer cohort. North Shore Medical Center has experienced a loss in all five fiscal years from FY11 through FY15. In FY15, the hospital had a total margin of -8.6% and an operating margin of -8.4% and for the third consecutive fiscal year experienced a decline in both measures.

At a Glance	<b>Overview / Size</b>	
	Hospital System Affiliation:	Partners HealthCare
	Change in Ownership (FY11-FY15):	Not Applicable
	Total Staffed Beds:	431, 9th largest acute hospital
	% Occupancy:	61.0%, < cohort avg. (65%)
	Special Public Funding:	Not Applicable
	Trauma Center Designation:	Adult: Level 3
	Case Mix Index:	0.91, > cohort avg. (0.87); < statewide (1.00)
	<b>Financial</b>	
	Inpatient NPSR per CMAD:	\$12,291
Services	Change FY14-FY15:	2.6%
	Inpatient:Outpatient Revenue in FY15:	38%:62%
	Outpatient Revenue in FY15:	\$188,455,868
	Change FY14-FY15:	-1.4%
	Total Revenue in FY15:	\$418,655,000
	Total Surplus (Loss) in FY15:	(\$35,989,000)
	<b>Payer Mix</b>	
	Public Payer Mix:	71.2% (HPP* Hospital)
	CY15 Commercial Relative Price:	1.00
	Top 3 Commercial Payers:	Blue Cross Blue Shield of MA Harvard Pilgrim Health Care Tufts Health Plan
Quality	<b>Utilization</b>	
	Inpatient Discharges in FY15:	19,068
	Change FY14-FY15:	3.2%
	Emergency Department Visits in FY15:	74,187
	Change FY14-FY15:	1.5%
	Outpatient Visits in FY15:	109,333
	Change FY14-FY15:	1.3%
	<b>Quality</b>	
	Readmission Rate in FY15:	14.5%
	Change FY11-FY15 (percentage points):	0.1%
	Early Elective Deliveries Rate (Jan 2015-Jun 2016):	Not Available

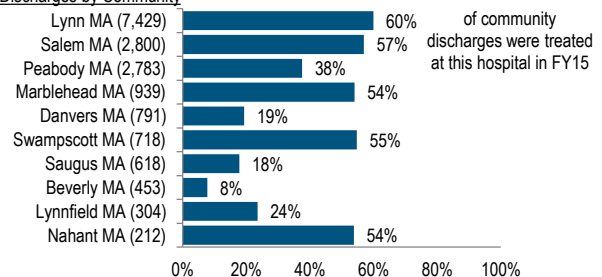
What were the most common inpatient cases (DRGs) treated at the hospital in FY15? What proportion of the region's cases did this hospital treat for each service?

### Discharges by DRG

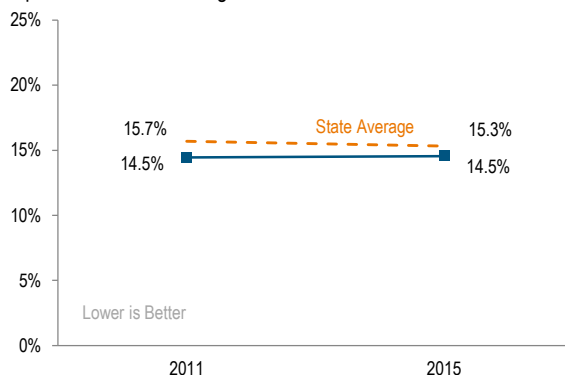


Where did most of the hospital's inpatients reside? What proportion of each community's total discharges was attributed to this hospital?

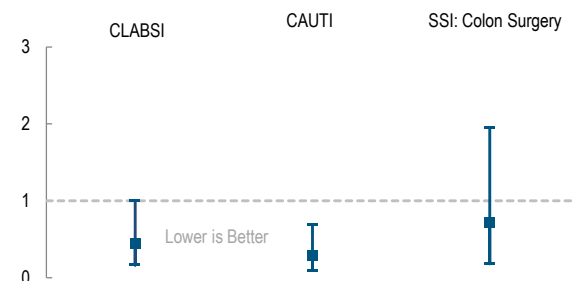
### Discharges by Community



What proportion of adult patient discharges from this hospital resulted in a readmission at any hospital within 30 days, and how does this compare to the state average?



How many central line-associated blood stream infections (CLABSI), catheter-associated urinary tract infections (CAUTI), and surgical site infections (SSI) after colon surgery did patients get at this hospital compared to what was expected based on the hospital's characteristics and case mix?



For descriptions of the metrics, please see the technical appendix.

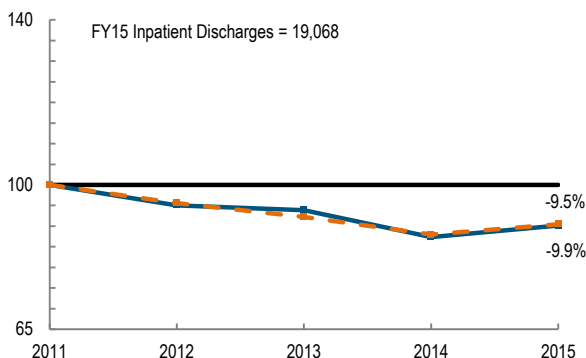
# 2015 HOSPITAL PROFILE: NORTH SHORE MEDICAL CENTER

Cohort: Community, High Public Payer

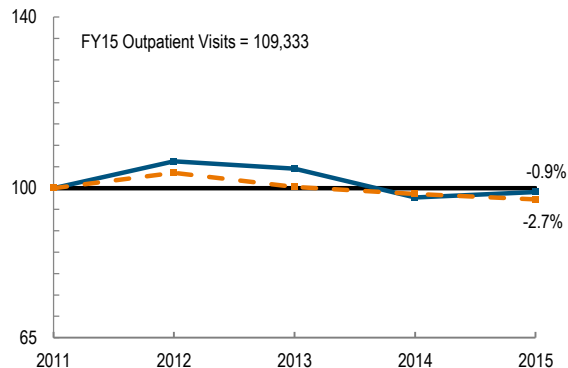
Key:  
—■— Hospital  
- - - ■ - - - Peer Cohort

## Utilization

How has the volume of the hospital's inpatient discharges changed compared to FY11, and how does this compare to the hospital's peer cohort median? (FY11=100)

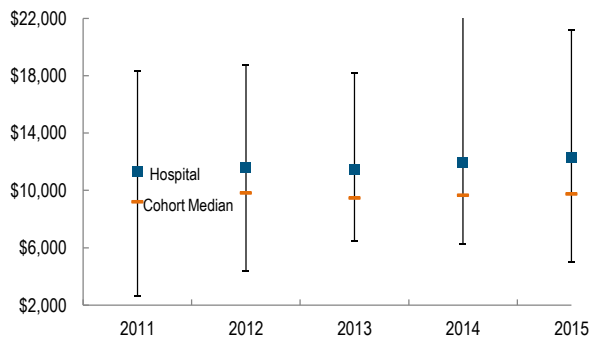


How has the volume of the hospital's outpatient visits changed compared to FY11, and how does this compare to the hospital's peer cohort median? (FY11=100)

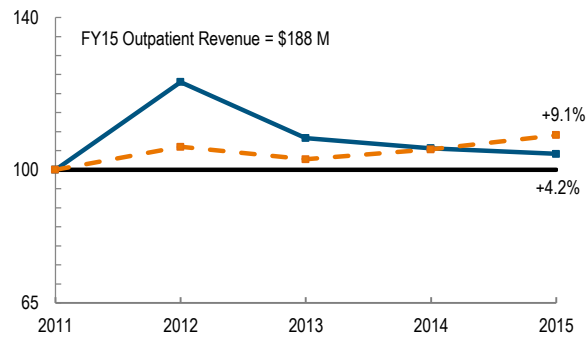


## Patient Revenue Trends

What was the hospital's net inpatient service revenue per case mix adjusted discharge between FY11 and FY15, and how does this compare to the hospital's peer cohort median?



How has the hospital's total outpatient revenue changed compared to FY11, and how does this compare to the hospital's peer cohort median? (FY11=100)



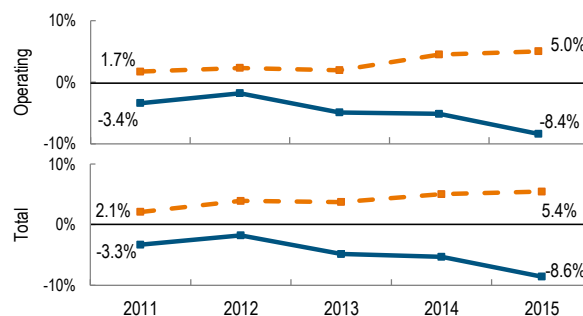
## Financial Performance

How have the hospital's total revenue and costs changed between FY11 and FY15?

### Revenue, Cost, & Profit/Loss (in millions)

FY	2011	2012	2013	2014	2015
Operating Revenue	\$ 423	\$ 447	\$ 417	\$ 417	\$ 419
Non-Operating Revenue	\$ 0	\$ 0	\$ 0	\$ (1)	\$ (1)
Total Revenue	\$ 423	\$ 447	\$ 417	\$ 416	\$ 419
Total Costs	\$ 438	\$ 455	\$ 437	\$ 438	\$ 455
Total Profit (Loss)	\$ (14.1)	\$ (8.0)	\$ (20.3)	\$ (22.2)	\$ (36.0)

What were the hospital's total margin and operating margins between FY11 and FY15, and how do these compare to the hospital's peer cohort medians?



For descriptions of the metrics, please see the technical appendix.

\* High Public Payer Hospitals (HPP) receive a minimum of 63% of gross patient service revenue from public payers.